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January/February 2007 \$5.00



Baltimore's Candler Building

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EGSA News

- *Spring Convention*
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On the Cover: Baltimore's historic Candler Building has rebounded from Hurricane Isabel, thanks to new On-Site Power equipment; page 14.

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Conferences

EGSA 2007 Annual Spring Convention

March 18-20, 2007; Savannah, GA

The Association's Annual Convention of Members. Speakers will cover business and technical aspects of On-Site Power Generation and current industry trends. For additional information, visit www.EGSA.org or call (561) 750-5575.

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Schools

EGSA On-Site Power Generation School

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*To be held concurrently with POWER-GEN International

Industry Trade Shows

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The world's biggest show for power generation, featuring the EGSA On-Site Power Pavilion. For exhibit information, contact EGSA at (561) 750-5575, ext. 205 or e-mail Jalane Kellough at J.Kellough@EGSA.org.

POWER-GEN Middle East 2007

January 22-24, 2007; Manama, Bahrain

The Mideast's biggest show for power generation. For more information, visit www.power-gen-middleeast.com.

POWER-GEN Asia 2007

September 4-6, 2007; Bangkok, Thailand

Recently combined with China Power, this event is one of Asia's biggest power generation shows. For information, visit www.powergenasia.com.

EGSA Members: List your meetings here; fax your information to (561) 395-8557.

Look for more industry events in our up-to-date calendar on the web at www.EGSA.org

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Editor, *Powerline* magazine

1650 S. Dixie Hwy, Suite 500 • Boca Raton, FL 33432

Ph 561/750-5575 • F 561/395-8557

E-mail: e-mail@egsa.org

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Electrical Generating Systems Association

1650 S. Dixie Highway, Suite 500

Boca Raton, FL 33432

561/750-5575 • Fax 561/395-8557

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Gary Kidwell
2007 EGSA President

All Things Being Equal

It is my distinct honor and pleasure to serve again as President of the Electrical Generating Systems Association. These are exciting times for our Association, and I am proud to be a participant in some of the best work this group has ever done.

Thanks to prudent policies and skillful past leadership, EGSA is not only a solid, thriving organization—it's also a growing organization. The seeds so carefully sown by my predecessors—the On-Site Power Schools, the Generator Technician Certification program and the Continuing Education program—are rapidly growing into strong, viable endeavors. These programs are bringing record growth to EGSA and helping our group to expand across the range of the industry even as we reach out to extend services and benefits to our members.

Things are going well for our industry, too. Current forecasts indicate that world oil prices will be relatively stable for the next 15 years as new supplies come online. Natural gas and coal, likewise, are expected to remain steady. Why is this important? It's an indication that the cost of manufacturing—at least in terms of energy consumption—should remain steady as well. In other words, to paraphrase Mark Twain, reports of the death of fossil fuels have been exaggerated.

However, that does not mean we should continue doing business as usual with no mind for the future. Alternative fuels such as bio-fuels and ethanol are expected to increasingly support and supplant traditional fuels as oil supplies dwindle in the face of rising energy demands. Several traditional diesel gen-set manufacturers have already begun to branch out and try their hand at applying alternative fuels to traditional On-Site Power Equipment or even researching and developing completely new sources of On-Site Power.

These moves are not so much visionary as they are common sense. It has been reported that 2006 was the warmest year on record and that 2007 will be even warmer. Regardless of whether global warming is due to our use of fossil fuels, the fact

remains that global warming can and will put upward pressure on energy demand. As energy demand continues to rise, it brings pressure to bear on energy suppliers. Since the national grid is admittedly out of date and already overtaxed, it stands to reason that power consumers will increasingly pay a premium for dependable, high-quality and cost-effective energy. This, of course, is the engine that is driving our marketplace today.

On-Site Power Equipment manufacturers and distributors who can keep their eye on the industry's long term trends and measure its ongoing pulse will be best positioned to move into the next generation of On-Site Power.

One of the best ways you can be a part of that next generation is to educate yourself about the industry and participate in shaping its future direction by attending the EGSA 2007 Annual Spring Convention. Education has always served as the vanguard of our Association, and there are few other venues currently available to provide you with such a focused perspective on the On-Site Power Industry. In addition, EGSA's structure of Committees, Council and Board of Directors affords you, as an individual, with a unique and valuable opportunity to contribute to the industry and help guide it in what you believe to be the most profitable direction for all.

You can find complete information about the Spring Convention—and even register online—on our newly redesigned web site at www.EGSA.org. Announcements concerning the Spring Convention—including a 16-page informational brochure complete with registration forms—have been mailed to the EGSA Membership and to over 4,000 other On-Site Power professionals. We expect to have a strong showing in Savannah in March, and I look forward to seeing each of you there. ■



George Rowley
EGSA Director
of Education

"Changing of the Guard" for the Education Committee

Michael Pope recently announced that he was stepping down as the Education Committee Chairman, effective December 31. Mike also expressed pleasure that Dennis Roundtree had agreed to step forward and assume the Chairman's duties and responsibilities.

In keeping with the association's values, Mike is a firm believer that periodic changes in leadership are a good thing and has said that, "New leaders bring new ideas and perspectives and prevent staleness. Importantly, my move enables others to take advantage of leadership opportunities and to contribute to the association and its programs." Mike assumed the Chair's responsibility in 2003 and has overseen several major projects during his tenure including the revision and upgrading of the On-Site Power Generation Schools and the development of the CEU program.

Dennis is a veteran committee member and has served as the co-Chair for several years. He assumes his new responsibilities at a time when the Education Committee and many volunteers embark on a series of very ambitious plans and goals for the future. For example, work will soon begin in earnest on the 5th Edition of *On-Site Power Generation: A Reference Book* and we are actively involved in creating a two-tiered on-site power school that will consist of a "Basic" school and an "Advanced" school.

Help Needed

Dennis welcomes members who want to share some of their knowledge and expertise and challenges them to get involved in the many Education Committee projects. Because we need valuable input from those who might not have the opportunity to attend conventions, attendance at

committee meetings is not necessary for committee membership. Committee business is conducted throughout the year via e-mail and conference calls through various sub-committees.

If you have questions about education committee projects and wonder how you can participate, please contact George Rowley, Director of Education at G.Rowley@EGSA.org.

Certified Technician Logo Items

The EGSA Electrical Generator Systems Technician Certification program continues to gain ground and we are pleased with the response to this important program. Visibility is a critical element of the program. Technicians who have passed the certification test will want everyone to know that they have achieved a high level of proficiency and their employers should be able to increase their competitive advantage as well. Therefore, we are in the process of developing logo items that will achieve these 'visibility' goals. The logo items will be available in the very near future so watch this column in *Powerline* magazine and our web site for details and ordering information. ■



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Herb Whittall
EGSA Technical Advisor

Revising NEC for 2008

The October, 2006 issue of the *NEC* (National Electric Code) *Digest*, which is distributed by the National Fire Prevention Association (NFPA), contains a good article on “Residential Standby Power Systems.” It is subtitled “Growing Dependence on Household Electronics Spells Growth for Backup Generators, But This is No Do-It-Yourself Project.” The article’s concluding paragraph should be of interest to all EGSA members. It states, “A power outage for an hour or two can be inconvenient and life will go on. But the longer the power is out the more costly and potentially dangerous the situation becomes. Outages due to natural disasters, insufficient installed capacity and an aging infrastructure are driving awareness just as economic factors are making generators an increasingly cost effective solution for homeowners across a broad swath of demographics. Make no mistake about it; the market is there. It is just a matter of successfully tapping into it.”

The ISO is revising Standard 8178—*Reciprocating Internal Combustion Engines—Exhaust Emissions Measurement*. So far Section 2—*Under Field Conditions* and Section 4—*Steady State Test Cycles for Different Engine Applications* have come up for a vote. EGSA votes as a member of the SAE TC 70 U.S. Committee.

The various NEC panels met in Redondo Beach, CA after Thanksgiving to review all the comments generated from committee actions on the Proposals for Change to the 2005 NEC last January.

I sit on Panel 13, which covers Articles 445: *Generators*; Article 690: *Solar Photovoltaic Systems*; Article 692: *Fuel Cell Systems*; Article 700: *Emergency Systems*; Article 701: *Legally Required Standby Systems*; Article 702: *Optional Standby Systems* and Article 705: *Interconnected Electric Power Production Sources*.

Panel 13 had 188 proposals that we considered in January, 2006 for the 2008 version of the NEC. Obviously, we did not satisfy the people who sent in the 188 proposals or the Technical Correlating Committee of NFPA with the work we did in January as we had 267 comments to review at our meeting. One problem is that the technology for Photovoltaic Systems and Fuel Cells changes so quickly that those sections are essentially rewritten every three years; they generated about half of the comments.

The other subject that generated about 110 comments was “Selective Coordination.”

It was interesting to hear the manufacturers’ presentations both pro and con, but also to hear from the IBEW (International Brotherhood of Electrical Workers) and an electrical contractor who sat next to me. They were both firmly in favor of the change to the 2005 NEC adding Selective Coordination as a requirement in Articles 700.27 and 701.18. They argued that Consulting Engineers did no Selective Coordination work before the 2005 NEC came out.

A straw vote of the 11 voting members of the panel was almost evenly split between three options—leave it as is, remove it or add a phrase limiting Selective Coordination to faults lasting longer than 0.1 seconds. I tried to get a compromise that would be acceptable to the IBEW and the electrical contractors. The best I could get was to not require Selective Coordination between the primary and secondary of transformers or over-current devices. Even that compromise only passed by a vote of six to five. Even this does not bode well for change as the final ballot will have to be two-thirds in favor for any wording to be changed in the 2008 NEC concerning Selective Coordination. ■

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Lineup for 2007 EGSA Annual Spring Convention Announced

BOCA RATON, FL — The Electrical Generating Systems Association (EGSA) has announced it will hold its 2007 Annual Spring Convention at the Westin Savannah Harbor Resort & Spa in historic Savannah, GA, March 18-20, 2007. Conference speakers and their topics have been designed to be of interest to virtually every member of the On-Site Power Industry. Planned educational presentations include:

Opening Keynote: Moving Beyond Zero Defects—to Zero Trust Defects

Chris Hart, Ph.D., President, Spire Group

What happens when you take what is, ostensibly, a secondary business activity (the generation of trust) and recast it as a company's primary function? If your company were a high-tech manufacturer, would your employees be likely to have cavalier attitudes toward the inputs (design, components, machinery and labor) that enable the production of zero-defect products? Similarly, a software company

would not take a laissez-faire approach to the inputs needed to create bug-free software. In both cases, the inputs and the systems that process them would get laser-like attention and serious respect. Now, imagine that your company's primary product is an attitude of trust in the mind of your customer. You would do everything possible to "manufacture" trust of the highest quality and with the greatest possible efficiency. Instead of focusing on zero product defects, however, your factory's production system would be organized around the goal of "zero trust defects."

Landfill Gas-to-Energy Project Engine Emissions

David Heitz, Senior Engineer, GeoSyntec Consultants

Internal combustion engines are commonly used for electricity generation at MSW landfills. Improvements in the industry have lowered emissions. Drivers for the lower emissions can come from regulations or environmental programs such as Green Power initiatives. This presentation looks at

the standards being established along with monitoring and testing requirements.

New Technologies & Applications for On-Site Power Generation

Larry Osgood, DG Program Manager, Propane Education & Research Council

The U.S. propane industry through the Propane Education & Research Council has been conducting an extensive DG R&D program for five years with a variety of engine/generator and CHP systems. This presentation focuses on new residential and small commercial systems with high-efficiency, long-life engines including hybrid solar and wind power with advanced controllers in full function, and grid independent applications.

Luncheon Keynote: The Winds of Change

Will Miller, Ed.D., Purdue University

Will Miller, Ed.D., is a therapist and teacher at Purdue University where he lectures at the schools of Organizational Leadership, Management and Mass Com-



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munication on the social environment of the workplace and its impact on productivity. Dr. Miller is one of the country's leading authorities on stress reduction and life balance. His presentation offers insight into the obstacles that keep us from living well, both personally and professionally.

The Modern Tug/Barge Unit - Power Requirements & Electrical Outfitting

Robert P. Hill, N.A., M.E., President, Ocean Tug & Barge Engineering Corp.

Modern-day oceangoing tug/barge units have growing electrical requirements thanks to the increased use of electrical equipment over traditional diesel-driven equipment. Electrical equipment is used for cargo pumping and bulk cargo unloading, process heat and fuel treatment in heavy-fuel tugs, and it is even used for propulsion. As a result, the ship's electrical plant is more important than it has ever been in ocean tug and barge design. Current designs—along with their power features—will illustrate how the modern Articulated Tug/Barg (AT/B) is optimiz-

ing the use of Onboard Power Generation Technology.

Project Management – Panel Session

*Aaron Tasin, Operations Manager, Nixon Energy Solutions
Jeff Lynch, Engineering Manager, Ring Power Corporation*

This presentation will provide insight into the application of project management to On-Site Power Generation Equipment. Panelists will address the sales order process, submittals, equipment acquisition, build-up of equipment, packaging, delivery, start-up and closeout.

Standby Power and Wireless Telecommunications

Marion C. Solomon, Director-Carrier Networks, Special Initiatives, General Dynamics

This session will discuss what's new with standby power applications and environmental design requirements for wireless telecommunications and relate how to approach system design. Site designs are dependent on zoning and environmen-

tal standards for emission control. Noise control and safety play key roles in the application of standby power at wireless cell sites. The size and type of standby power generators varies from region to region according to environmental, zoning and carrier requirements.

EGSA Manufacturers Forum

In addition to the lineup of educational sessions, the conference will include EGSA's highly successful Manufacturers Forum. The exhibition setting allows for a more formal dialogue between EGSA-member manufacturers, attending Distributor/Dealers and manufacturer representatives. Exhibiting companies are provided with a draped six-foot table which can be used to display literature, magazines and samples, etc.

For complete conference information—including session descriptions and speaker biographies—or to register for the convention, please visit EGSA online at www.EGSA.org.

EGSA News is continued on page 19

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Recent Projects

Candler Building Rebounds from Hurricane

Tenants gain reliability benefits

By Rajan Battish, PE



When Hurricane Isabel struck Baltimore, MD, in 2003, the structures on the waterfront were severely damaged. One building, the Candler Building, which was located on the waterfront of the inner harbor, flooded when 4-½ feet of water rushed into the basement, cutting all power. The building owner turned to RTKL's Applied Technology Group, which specializes in integrating the architecture and engineering services demanded by mission-critical technology intensive operations. The firm was able to bring in temporary generators and substation transformers bringing the entire building back on line within 24 hours. The renovation project began in November of 2004 and completed in November of 2005.

The building owners hired RTKL to complete a \$4.5-million electrical upgrade program, which was implemented in phases to allow the work to be completed without impacting the existing tenants in the building. The project included pulling out all the main feeds and emergency back up systems and replacing the entire electrical infrastructure of the building. As part of the upgrade, replacement of all the incoming service for electrical equipment, which was previously located in the basement, was relocated to 7,000 square feet (ft²) on the first floor, above the flood

levels. The project also included replacement of medium- and low-voltage switch gear, transformers, and an emergency generator. The equipment was installed all at once, and then the loads were switched one at a time from the old equipment to the new equipment, providing uninterrupted service. The RTKL team included Rajan Battish, PE, project manager; Hardeep Singh, PE, in charge of mechanical requirements; Peter Murr, architect; and Peter Malmquist, PE, structural engineer. Located at 111 Market Place, the Candler Building was originally built in the early 1900s as one of the first bottling plants in the country for Coca Cola; the structure was named after Asa Candler, one of the original founders for Coca Cola. In the mid-1930s, the 13-story, 580,000 ft² structure was converted to an office building, which then became the home for a Social Security office. With high-tech companies such as MCI, Qwest, Constellation Energy, Expedia, and Verizon housed in the Candler Building, which is owned by HRPT Properties Trust, a Newton, MA-based Real Estate Investment Trust, the availability of 24 x 7 reliable power is needed. Consequently, the Candler Building requires a higher level of reliability than a standard office building.

Although the tenants have a multitude



The Candler building is an historical building overlooking Baltimore's Inner Harbor (left). New switchgear, generators, and other On-Site Power equipment (above) served to breathe new life back into the structure following Hurricane Isabel in 2003.

of backup generators and uninterruptible power supplies to support their businesses, the building's main power source was provided at dual 13.8-kV service from utility substations for redundancy. When floodwaters reached the loading dock of the building, the water poured into the lower level through louvers, conduits, etc. The water level quickly reached as high as 50 inches causing the primary switch gear and associated distribution transformers as well as secondary switch gear for the building to be shutdown. Backup generators were utilized for temporary power until the electrical infrastructure was reenergized.

RTKL provided engineering support for temporary power in addition to a report summarizing recommendation and options available regarding electrical infrastructure damage in the basement. Since most of the electrical infrastructure was exposed to the bay water, concerns were raised regarding the reliability of the existing equipment and the long term affects it had on the electrical substations, bus way, transformer, switches, contacts, relays, etc.

RTKL performed Level 4 and 5 commissioning. The systems are integrated with emergency power sources and tenant standby power sources. A new 1-MW Kohler generator provided additional capacity over the existing 750-kW unit, and the new installation increased fuel runtime to 24 hours at full load. The generator was installed on the first floor with remote radiator in the loading dock area. Sound-attenuated intake louvers were designed along with sound baffles in the generator room to minimize sound transmission to the rest of the building. The generator exhaust runs through the loading dock and out to the street at an elevated height. The remote radiator was hung from the loading dock ceiling and the exhaust was ducted out to the street at an elevated level.

RTKL provided new primary and secondary switch gear in compartmented rooms. The switch gear incorporates redundant PLCs (programmable logic controllers) with automatic throw over schemes for high reliability. In addition,

the building's occupants benefit from a new primary power feed from a utility manhole on Concord Street to the new first floor electrical rooms, giving the building a total of four 15-kilovolt (kV) service feeders. The two 15-kV feeders located in the basement serve the existing switch gear and the second set of feeders provide power to new S&C 13.2 kV 500-MVA switch gear on the first floor. The primary service feeders are rated at 13.2 kV with main-tie-main configuration and motor-operated load interrupter switches. Load interrupter switches provided power to redundant cast coil transformers (total of four) for building 480/277-V distribution. The transformers were sized for 150% overload capacity and installed in compartmented rooms (total of two rooms).

Two new Main-Tie-Tie-Main substations were provided on the first floor to carry the base building loads at distribution voltage of 480/277 V. The substations were installed in compartmented rooms and configured for redundant bus, so that one transformer serving the switch gear



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Candler Building Rebounds

bus can support the entire switchgear load (bus A and B) in an overload mode.

Existing feeders were tapped and extended from the basement (above the observed water level) and run to new switchgear on the first floor. The cutovers were limited to weekend and nights and temporary generator power was provided for critical loads.

The automatic and open transition transfer scheme between the A and B bus includes two Eaton/Cutler Hammer Magnum three-phase four-wire, 85kAIC DSII units featuring a 5000-A bus at 480-V with draw out power air circuit breakers. The transfer scheme interfaced with six Russelectric automatic transfer switches associated with a new generator to provide the best source to building load. It also ensured the life safety requirements were met. The emergency feeders were also tapped and extended to new automatic transfer switches and associated controls.

Testing was performed on weekends to minimize impact on operations of the tenants. Temporary generators provided power to the critical loads that could not be impacted by commissioning of the switchgear and interface of the switchgear with life safety systems.

About the Author

Rajan Battish, PE, is principal for RTKL's Applied Technology Group, MEP Studio. Battish also specializes in power infrastructure for telecommunication and mission-critical facilities. He served as project manager in the electrical upgrade of the Chandler Building. For more information, please visit www.rtkl.com.

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Reprints of this article are available by contacting Jill DeVries at devriesj@bnpmedia.com or at 248-244-1726. ■

The Candler building received all-new On-Site Power equipment (top photo).

The historical building's lobby (right) provides a common entrance for a number of high-tech firms.



EGSA News is continued from page 13

EGSA Web Site Improved, Newly-Designed

BOCA RATON, FL — The Electrical Generating Systems Association (EGSA) Electronic Media Committee has recently revamped and re-launched the Association's web site, which sports a whole new look, new navigation menu and features designed to better serve EGSA members and web site visitors. The new design may be viewed at www.EGSA.org

"The On-Site Power generation industry is a very dynamic, highly-technical, cutting-edge industry," says Electronic Media Committee Chairman and EGSA Secretary-Treasurer Ron Hartzel. "As the largest Association representing this industry world-wide, it is only fitting that the EGSA web site be as comprehensive, informative and interactive as possible."

Standard features of the site include the Association's searchable Buyer's Guide. This feature allows visitors to search for specific industry suppliers or service providers. Visitors can search according to the supplier's location, the products they sell, repair or rent, etc. Search results include direct links to the supplier's web site and e-mail addresses, as well as list their mailing address, phone and fax number.

The new site also features Acrobat® pdf copies Association's magazine *Powerline* and a comprehensive archive of articles from the magazine categorized by subject, author and date. Industry-related links, such as government agencies, research organizations, and industry media groups also are provided.

The EGSA web site also includes information on performance standards—including EGSA Standards—for the use of On-Site Power Equipment. Users may download standards at no charge, access the latest information concerning standards currently under review, and comment on draft proposals for new and revised standards.

For more information, visit EGSA online at www.EGSA.org or call 561/750-5575.

Deadline for 2007-2008 David I. Coren Memorial Scholarship Applications is May 1

BOCA RATON, FL — Students have until May 1, 2007 to submit their applications for the David I. Coren Memorial Scholarship Awards for the 2007-2008 academic year.

Established, sponsored and administered by the Electrical Generating Systems Association (EGSA), the David I. Coren Scholarship Program provides financial assistance to qualified students and is designed to have a positive impact on personnel shortages in our industry and will be an excellent vehicle for enhancing awareness of the industry.

The Association hopes to award ten \$2,000 scholarships for the 2007-2008 academic year. The competitive, merit-based scholarships are awarded to qualified students who plan on pursuing a career in the On-Site Power industry. In addition to their career focus, applicants must be full-time students, have a declared major related to On-Site Power, and maintain a minimum 2.8 GPA.

EGSA launched the David I. Coren Scholarship Program in 2002 to promote awareness of the On-Site Power Generation industry and to generate interest in On-Site Power careers. The move came in response to the growing need for skilled On-Site Power personnel. While the Association has an established and widely recognized On-Site Power School education program of its own, the Board of Directors noted the industry's need for individuals with higher educations from a variety of applicable disciplines.

Information detailing the David I. Coren Memorial Scholarship program—including a Scholarship Program Brochure and an Application Packet—is available on the Association's web site at www.EGSA.org. For additional information, individuals may contact George Rowley, EGSA Director of Education, by e-mail at G.Rowley@EGSA.org or by phone at 561-750-5575 ext. 210. ■



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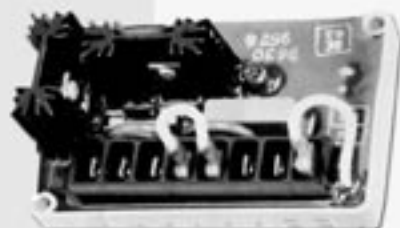
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If Customers Are Your Business, Why Is It So Hard To Stay "Customer-Centric?"

By Christopher W. Hart, Ph.D.

Years ago, I read this interesting observation by Peter Drucker about the importance of customers, in his 1954 book, *The Practice of Management*: "It is the customer who determines what a business is. The customer is the foundation of a business and keeps it in existence. What the customer thinks he is buying, what he considers 'value' is decisive—it determines what a business is, what it produces and whether it will prosper."

I'm reminded of these words when I hear a business leader talk about his company's need to get closer to its customers, to listen to the "voice of the customer," and become more customer-focused in general. These comments are indicative of what I call "the customer-centricity gap."

This gap was evident as I conducted a study of a multibillion-dollar company whose 17 divisions ranged from cellular telephone service to defense systems.

Employees from every division were

asked: "What is your perception of the priority given to customers by senior management?" Senior managers from every division gave themselves an average grade of A-. As the responsibility level of employees dropped, however, so did the rankings of senior management's customer focus—dropping all the way to a C and D at the line level. Clearly, a profound gap existed between senior management and their employees. When I ask managers at other companies if they can identify with these results, heads nod up and down. My conclusion is that a serious credibility gap exists in most corporations.

What I find most interesting is why companies lose their grasp of this basic tenet of the free-enterprise system. It's not a new idea. Few successful companies would be where they are today if they had not been customer-centric at some point. The issue becomes even more perplexing given the mounting body of research linking cus-

tomers' perceptions with a company's financial performance as well as the avalanche of articles, books and training programs devoted to building customer-focused organizations.

If we can fix quality...

Why don't companies simply recognize, address and resolve the customer-centricity gap? After all, product quality was a major issue for years. Companies dealt with the problem to the point that outstanding quality is a table stake in nearly every manufacturing business. Without it, a company is playing a very risky game. In industries where customers have a choice of suppliers—although it often is not easy to switch between them—quality backsliders are punished quickly. Further, they could be hammered by third-party ratings and, in an explosively growing area, by what I call "Word-of-Web:" online postings from customers and self-anointed

product reviewers.

So why can't the customer-centricity gap be "fixed" like quality? What is it about customer centricity that makes it such a persistent, chronic problem? Every company's vision or mission statement proclaims how important its customers are. Nearly every company has launched initiatives to back up these words with action. However, these initiatives, which have transformed a few organizations, typically fall well short of what they were intended to achieve. Here is a list of causes for this failure:

- In large, fast-growing enterprises, managers become removed from direct contact with customers. Managers have access to systems and reports that enable them to track customer satisfaction, but this vital contact makes customers more than statistics and gives managers the ammunition to ask questions throughout the organization that clarify customer primacy.
- When companies go public, they become slaves to investor expectations for high growth and short-term earn-

ings. Although customers are the well-spring from which earnings emanate, Wall Street's focus on achieving quarterly financial results will divert management attention to "managing the numbers" at even the most customer-centric firms (unless customers are defecting en masse or the company is being publicly humiliated). It takes very little in the way of examples for employees to feel that customer attitudes are secondary to the profits that, ironically, are so dependent on them. (I could go on at length about why financial analysts pay so little attention to customer satisfaction—a fascinating and complex issue.) It's sufficient to note that the negative financial impact of not being tuned into customer needs—and consistently meeting them—is never measured by accounting. Accounting is a discipline that, at its root, is focused on tracking the flow of funds inside a company—not the cost of sales never made.

- Without a model to justify the finan-

cial return on investments to improve service, customer attitudes receive virtually no attention from stock analysts. How else could a company invest serious money in marketing and sales, which draw customers, but not invest in the service resources required to build customer loyalty into a virtually impregnable barrier to competition? For example, Nordstrom's stock price jumped after a conference call with stock analysts in which company management explained how earnings had increased as a result of an inventory-control system that slashed inventory investment, increased inventory turns and reduced the amount of merchandise requiring markdowns. During the same period, the company's rating on the American Customer Satisfaction Index (ACSI) was plummeting, and yet stock-analyst reports on Nordstrom did not comment about this disturbing trend! If one didn't know better, the incapable conclusion would be that

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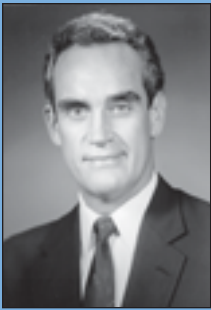
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customer attitudes have no bearing on company share prices! I expect Wall Street's power will wane as analysts become fluent with the emerging tools for valuing customer attitudes, but that time is at least a few years off and company executives will have a very tough habit to break when the situation changes.

- Crises and other pressing situations that have little to do with customers absorb organizational energy and push aside customer-centric systems, processes, and priorities to some extent. When this occurs, a virtuous organizational habit is broken. And once broken, it's hard to restore. A customer-centric system is not like a fac-

tory, where inputs, process steps, and outputs are visible and tangible, and where the consequences of not vigilantly paying attention to every production element are quickly apparent. The erosion of a company's customer focus is similar to termites eating away at the foundations of a home, destroying it in silent but deadly fashion.



2007 EGSA Spring Convention Opening Keynote: Moving Beyond Zero Defects—to Zero Trust Defects

Chris Hart, Ph.D., President, Spire Group

What happens when you take what is, ostensibly, a secondary business activity (the generation of trust) and recast it as a company's primary function? If your company were a high-tech manufacturer, would your employees be likely to have cavalier attitudes toward the inputs (design, components, machinery and labor) that enable the production of zero-defect products? Similarly, a software company would not take a laissez-faire approach to the inputs needed to create bug-free software. In both cases, the inputs and the systems that process them would get laser-like attention and serious respect. Now, imagine that your company's primary product is an attitude of trust in the mind of your customer. You would do everything possible to "manufacture" trust of the highest quality and with the greatest possible efficiency. Instead of focusing on zero product defects, however, your factory's production system would be organized around the goal of "zero trust defects."

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Uncovering Customer Value

- Organizational leaders become engrossed with strengthening internal operations to improve efficiency, reduce errors and so forth. Sometimes major areas of operations are outsourced. Again, energy is diverted from activities centered on customers—and the shift is tough to reverse.
- A company enjoys success thanks to new technology or innovations that customers perceive as offering more value. This can result in shifting company focus to creativity and innovation for their own sakes and away from the customer-centric systems needed to fuel these activities.
- In highly competitive industries, a “warp-speed,” first-to-market mentality often takes hold, greatly reducing the emphasis, time, and resources devoted to understanding customer needs, market shifts and trends and ensuring that customers get what they expect for their money (and giving them great customer service for instances when they don’t).
- If a company puts too much focus on making sales—as opposed to building relationships—marketing and sales will focus more on persuading customers to buy what they sell than on developing new solutions.

Why do companies fall so easily into these traps? Simply put, it is easy to make a commitment to customer centricity, but the effort required to create and sustain a customer-centric organization is much greater. Building customer centricity into

an organization’s fabric so that it becomes an ongoing source of competitive advantage entails an wide range of variables that are hard to measure. Moreover, it’s nearly impossible to measure the loss of positive benefits that might have been gained had a company been more customer-focused.

For example, what is the negative impact of an executive missing a customer call scheduled as part of an executive-visit program? No one will ever know because accounting is designed to track the flow of cash in an organization. It doesn’t measure, for example, the costs of loyalty *not* created. That no cash is lost when a customer is lost translates into no entries made in accounting ledgers. The cost of lost sales—opportunity costs—is the province of finance. However, people in finance hesitate to place a value on intangible, market-based assets such as customers. The problem regarding customer service is especially acute given the need to devote resources to the many elements that go into creating a trust factory. What is the ROI on a customer satisfaction measurement system? On a program designed to attract, hire, train and retain outstanding service people? What is the cost of not putting a review of customer-satisfaction data on the agenda of every board meeting? No one will ever know.

There are many important elements involved in building strong customer-centric systems into an organization’s fabric; yet they are easily overlooked and often fall through the cracks. If a manufacturer’s quality efforts were substandard, on the other hand, red lights would start flashing, sirens would go off, and manufacturing efficiency numbers would tank. Increases in defect rates, scrap, field-service expense, warranty repairs, returns and replacements and customer complaints are instantly identified and addressed. The majority of service defects, on the other hand, don’t leave any physical evidence to measure. Instead, they leave invisible damage to customer attitudes. Metaphorically speaking, this damage ranges from minor rips and tears that can be repaired through recovery efforts to attitudinal fractures that are irreparable no matter what a company might do to make amends. To further compound the problem of measuring customer attitude damage, it is literally impossible to measure the cost if customers don’t com-

Continued on page 26



The advertisement for Rocore cooling products features a dark red header with the company name "ROCORE" in large, bold, white letters, followed by "cooling products" in a smaller, white, sans-serif font. Below the header, there are four images of industrial cooling equipment arranged in a 2x2 grid. The top-left image shows two cylindrical units with flanges. The top-right image shows a large, rectangular, black, finned cooling unit. The bottom-left image shows a yellow, open-frame industrial unit. The bottom-right image shows a stainless steel, box-like industrial unit. To the right of these images, contact information is listed in a white, sans-serif font: "call us at", "Franklin, WI 1-800-733-2673", "or 414-421-4866", "fax 414-421-0712", "Indianapolis, IN 1-800-645-2665", "visit our web site:", "www.roc core.com", "e-mail:", "sales@roc core.com". At the bottom right, the Rocore logo is displayed in a black box with white text, followed by the address "9645 S. 87th Street", "Franklin, WI 53132".

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Uncovering Customer Value

Continued from page 24

plain. And even if they complain loudly, few companies have the financial tools to project what the ROI on eliminating the cause of customer dissatisfaction will be.

The paradox is that the perceived importance of customer centricity has never been greater. For example, a 2003 study of Information Technology (IT) managers showed that the percentage of those “very committed” to the question, “How would you characterize your company’s efforts to satisfy the needs of your external customers?” rose to 69% from 42% the previous year. Yet companies are struggling to put all the customer-centricity pieces together. Efforts are undertaken, but they don’t function as a set of gears that have been synchronized to minimize wasted energy and create maximum power.

The starting point is culture. Senior management must place highly visible customer-centric activities at the top of their priorities. Otherwise, other things will take precedence and the company will never enjoy the major profit gains that a loyal customer base creates. An increasing body of research shows the numerous ways that outstanding service boosts profits, offering companies a major source of untapped profits. For example, a landmark study just published in *The Journal of Marketing* gives compelling evidence linking changes in customer satisfaction to changes in company share prices.

Reconceptualizing Your Business as a Trust Factory

This idea is central to my argument that service quality, when compared to product quality, is lousy. A factory, with its rigor-

ous organization of materials and processes within tangible walls, is a metaphor that sparks fresh thinking about how to produce an increasingly vital intangible asset: consistently great service.

What happens, I ask, if you take an ostensibly secondary business activity—the generation of customer trust—and recast it as a company’s primary function? If your company is in the widget-making business, for example, you’re not likely to have a cavalier attitude toward the inputs (raw materials, capital goods, labor) that enable you to make widgets. In your widget factory, those inputs and the systems that process them will receive laserlike attention and serious respect.

Likewise, if you see your company as a trust factory, you will do everything in your power to manufacture trust of the highest quality and with the greatest possible efficiency. Just as the managers of an advanced widget factory organize their production system around the goal of zero defects, so will you design your operation to achieve “zero trust defects.” The financial rewards that you reap will easily justify the cost of your investment. Years ago, Philip Crosby coined the phrase, “Quality Is Free.” So too, I argue, is trust. My research makes clear that within any company’s trust factory, the most critical zones—the zones where “trust defects” are most likely to occur—involve some kind of service.

The Dark Side of Efficiency

One thing is certain: Unless a company has created a “trust factory” where processes are identified, integrated, measured,

improved, systematically studied, and so forth, the only question will be the extent to which inconsistent service rears its ugly, ROI-killing head.

Relatively few companies get service right every time. Those who do maximize customer satisfaction, loyalty and trust while minimizing the waste of unnecessary resources spent to recover from problems and do everything possible to prevent these problems from occurring in the first place. The most storied example of great service is Disney’s theme parks. Disney has left no stone unturned in its effort to prevent costly errors that negatively impact guest attitudes. Further, Disney has routinely developed recovery systems to help guests who find themselves in dire straits that, for Disney, are commonplace situations that can be easily handled. Take, for example, their simple systems to help guests to quickly locate misplaced cars in their prairie-like parking lots. Parking attendants simply keep handwritten notes about the times when certain parts of the lot fill up. Guests who can’t find their cars are asked if they can remember approximately *when* they parked, which they always can—presto! Arguably, no businesses are better trust factories than Disney’s theme parks. (Note that this generality does not extend to other parts of their business. For example, their resorts, which are good but not great.)

Another trust-factory example, one much more relevant to most companies, is Hampton Inn. The company’s ability to provide consistently outstanding service throughout a multi-site service business, where many units are owned and operated

Continued on page 29



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 5. They are a wholly owned subsidiary of a firm which qualifies under rule one through four.
- ☐ DD **Distributor/Dealer Membership**
Any individual, sole proprietor, partnership or corporation actively engaged as a distributor or dealer for products listed under Manufacturer Membership may apply for Full Membership as a Distributor/Dealer. If an organization qualifies under Manufacturer Membership, it is not qualified under this section.
- ☐ MR **Manufacturer's Representative Membership**
Any individual, sole proprietor, partnership or corporation actively engaged in the representation of products listed under Manufacturer Membership may apply for Full Membership as a Manufacturer's Representative. If an organization qualifies under Manufacturer Membership, it is not qualified under this section.
- ☐ EM **Energy Management Company Membership**
Any individual, sole proprietor, partnership or corporation engaged in energy management, including Energy Service Companies (ESCOs), Independent Power Producers (IPPs), Integrators, Aggregators, and other similar enterprises may apply for Full Membership as an Energy Management Company.
- ☐ **Associate Full Membership** (mark appropriate category at right)
Any individual, sole proprietor, academic institution, student, partnership or corporation meeting the requirements of Associate Regular Membership may apply for Full Membership at their option to enjoy the privileges of Full Membership, including the rights to vote and to serve on EGSA's Board of Directors. Initiation fees and annual dues will be assessed at the existing non-manufacturers' Full Member rates.

II. ASSOCIATE REGULAR MEMBERSHIP

- ☐ AA **Trade Publication Membership**
Any trade publication dealing with the electrical generating systems industry or its suppliers may apply for Associate Membership—Trade Publications.
- ☐ AB **Trade Association Membership**
Any trade association made up of individual or company members sharing a common interest in the electrical generating systems industry may apply for Associate Membership—Allied Associations.
- ☐ AC **Engineer Membership**
Any consulting or specifying engineer may apply for Associate Membership—Engineer. Membership may either be held in the employer's name or individual's name under this classification. Individuals whose employer qualify as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AD **End-User Membership**
Any individual employee of a company who owns or operates electrical generating equipment and/or related switchgear or components, whose responsibility to his employer includes planning, design, installation, supervision, or service of such equipment may apply for Associate Membership—User. Membership may either be held in the employer's name or individual's name under this classification. Individuals whose employer qualify as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AE **Service Membership**
Any individual, organization or academic institution that offers services such as research, testing or repair to the electrical generating systems industry may apply for Associate Membership—Services. Membership may either be held in the individual's name or the organization's name under this classification. Individual companies whose employer or parent organization qualifies as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AG **Educational Institution Membership**
Any postsecondary vocational-technical school or college offering on-site power generation-related instruction may apply for Associate Membership—Education Institution.
- ☐ AR **Retiree Membership**
Any individual who retires from a member company may apply for Associate Membership—Retired. This classification does not apply to any individual who is employed more than 20 hours per week.
- ☐ AF **Student Membership**
Any individual currently enrolled at an academic institution may apply for Associate Membership—Student.

FOR BOARD OF DIRECTORS USE ONLY

☐ YES ☐ NO Date: _____
Name (Print) _____
Signature _____

FOR OFFICE USE ONLY

Amount Paid \$ _____ Check Number _____
Date Received _____ Date Processed _____
Mentor Assigned _____ Committee Interest _____

Dues Schedule (Use for Section 3)

	Annual Dues	Initiation Fee	TOTAL
Manufacturer.....	\$825.....	\$200.....	\$1025
Energy Management Companies.....	\$825.....	\$200.....	\$1025
Distributor/Dealer.....	\$285.....	\$100.....	\$385
Manufacturer's Rep.....	\$285.....	\$100.....	\$385
Regular Associate Member.....	\$200.....	\$100.....	\$300
Full Associate Member.....	\$285.....	\$100.....	\$385
Retiree Member.....	\$90.....	\$0.....	\$90
Student Member.....	Complimentary.....	\$0.....	\$0

NOTE: A FULL 12-MONTH DUES PAYMENT MUST BE RECEIVED WITH THIS APPLICATION. The Association's Membership Year is January 1 through December 31. Dues payments that extend beyond the first Membership Year will be applied to the second year's dues.

FULL PAYMENT MUST BE RECEIVED WITH APPLICATION.**3. Membership Dues** (Please fill in the appropriate TOTAL amount from the above dues schedule.)

Membership Dues \$ _____

Membership Plaque (optional)** \$ 39.95**

On-Site Power Reference Book (optional)** \$ 125.00**

Florida Residents: Add 6.5% Sales Tax to ** items \$ _____

Continental US Residents add \$5 shipping/handling to**items. \$ _____

Non Continental US Residents should call EGSA

Headquarters for shipping charges for **items. **TOTAL** \$ _____

4. Payment Method (Payable in US\$ drawn on U.S. bank, U.S. Money Order, or American Express)

☐ Check # _____ Amount \$ _____

☐ Money Order

☐ Mastercard ☐ Visa ☐ American Express

Card # _____ Exp. Date _____

Signature: _____

Print Name: _____

5. Products/Services Please describe the nature of your business (50 words or less, NOT ALL CAPS) If you are a Manufacturer's Representative or Distributor, please indicate which manufacturers you represent and/or distribute for:

Available Codes:

01 ---Batteries/Battery Chargers	11 ---Generators/Alternators	21 ---Switchgear and Transfer Switches (Automatic or Manual), Bypass Isolation Switches, and/or Switchgear Panels
02 ---Control/Annunciator Systems	12 ---Governors	22 ---Trailers, Generator Set
04 ---Enclosures, Generator Set	13 ---Heat Recovery Systems	23 ---Transformers
05 ---Engines, Diesel or Gas	14 ---Instruments and controls, including meters, gauges, relays, contactors, or switches	24 ---Uninterruptible Power Supplies
06 ---Engines, Gas Turbine	15 ---Load Banks	25 ---Vibration Isolators
07 ---Engine Starters/Starting Aids	16 ---Motor Generator Sets	26 ---Voltage Regulators
08 ---Filters, Lube Oil, Fuel or Air	17 ---Radiator/Heat Exchangers	27 ---Wiring Devices or Receptacles
28 ---Fuel Cells	18 ---Relays, Protective or Synchronizing	
03 ---Fuel Tanks and Fuel Storage Systems	19 ---Silencers/Exhaust Systems/Noise Abatement	
09 ---Generator Laminations	20 ---Solenoids	
10 ---Generator Sets		

Enter codes here:**Products sold:** _____**Products rented:** _____**Products serviced:** _____

Do you buy AND sell equipment? ☐ Yes ☐ No Do you manufacture packaged equipment? ☐ Yes ☐ No

6. Sponsor(s): A "Sponsor" is an EGSA Member who interested you in filling out this application. It is not mandatory that you have a sponsor for the Board to act favorably on this application; however, if a Member recommended that you consider membership, we request that individual's name and company name for our records.

Sponsor Name _____ Company Name _____

7. Official Representative's Authorization

Signature _____ Date _____

by franchisees, borders on the incredible. The use of their 100% satisfaction guarantee as a touchstone and catalyst for both the policy and incentive to "get it right and continue doing it right" has left such formidable competitors as Marriott's Fairfield Inn and Courtyard in the dust. Given Marriott's well-earned reputation for service excellence, that is some accomplishment.

A Counter-Example

Citigroup is now advertising a feature with its new credit cards that enables callers to press zero and speak to a live representative immediately. This amounts to a return to a more customer-friendly system that, in hindsight, should never have been eliminated. Allowing customers to bypass the Voice Response Unit (VRU) hell is tacit admission that their existing system did not promote customer satisfaction. It's a reflection of customer frustration with today's call-center technology. In blunt terms, a lot of customers obviously have been ticked off.

Who knows if Citi's decision was based on the benefits to be gained by giving

customers better treatment, the result of internal studies showing customer frustration and anger—or if marketing simply jumped on a potential point of differentiation to lure frustrated customers away from the competition? I suspect it's the latter for all the reasons that underlie customer centricity problems and, more to the point, because service is generally lousy.

A troubling question: How was a sub-optimal system approved and implemented in the first place? The primary reason almost certainly was cost reduction, coupled with the ability to better organize call-center operations. An additional incentive would have been the rush of call-center managers in all industries to adopt VRU technology. Certainly VRU-system vendors pushed hard on efficiency gains and benefits like the ability to automatically track the volume of different inquiries, volume fluctuations and so forth. An interesting question is how VRU salespeople responded to questions like, "What impact does a VRU have on customer perceptions?" No doubt salespeople had this question nailed. "We've found that the effect is good, for

several reasons." Any good salesperson would then have been able to reel off a string of customer benefits.

But why didn't the potential for customer frustration and anger surface before VRU systems were purchased? It's tantamount to a company introducing cost-saving technology in a manufacturing operation that changes products in ways that customers think offer fewer benefits and are a pain to use. All manner of negative outcomes would result from such a situation—and heads would have rolled. In fact, a situation akin to this is what doomed Schlitz beer. The company cut ingredient costs to increase profit margins. The death of the brand was the result.

If one views customer service as an integral part of what customers buy from a company, the idea of introducing technology that makes the customer experience worse is ludicrous. On the other hand, the Citigroup example shows that an integrated, end-to-end customer experience

Continued on page 34

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"The Power Generation Specialists"

Stay on Top of Your Game with EGSA's Electrical Generator Systems Technician Certification Program

Think things move pretty fast in today's business world? Think how fast they'll be moving one, five or even 10 years down the road. That's why you need every advantage to stay on top.

It's no secret that technology is becoming more complex—not less—and that makes today's On-Site Power Generation System a lot more expensive. End-users—your customers—don't want just anybody with a basic knowledge of mechanics to install and maintain their equipment. They want to be confident that all work has been performed by qualified personnel. Suppliers want assurance that skilled technicians are performing maintenance and repairs to guard against unnecessary returns or warranty repairs.

As Good as Your Word

In the past, your word was the only assurance that your technicians are skilled and knowledgeable. But now, through EGSA's Electrical Generator Systems Technician Certification Program, there is a way that you can back up those words with objective evidence of your technicians' proficiency.



EGSA offers you a big advantage: For the first time in our industry, we have an objective and accurate way to determine generator technician proficiency. That means that the same standards will be used to measure the skills and knowledge of technicians from Maine to Manitoba and Mexico. Yes, Manitoba and Mexico! EGSA has determined that there is no reason why the test could not be fairly applied to any NAFTA technician.

What are the Benefits?

For the Employer, certification helps ensure that your technicians have the critical knowledge and skills to succeed in their jobs. And everyone will be comfortable knowing that your certified technicians' expertise has been confirmed by the industry organization through a program that was developed by a university. Encour-

aging and helping your technicians become certified signifies your commitment to the highest of standards. Plus, it lends an added level of credibility to your firm and can sharpen your competitive edge. Employing certified techs will promote customer satisfaction and you won't have to be shy about offering assurance that your techs are qualified. Certification can also help you select potential new hires, analyze job performance, evaluate employees and motivate technicians to enhance their skills and knowledge.

Think about the message that certification sends to those with whom you do business. Why would anyone want a technician who isn't certified performing critical maintenance or repair tasks? Employing certified technicians gives you an added tool with which to market your business.

As our members have said, "We've seen too many backyard mechanics damage expensive equipment. This program will provide credibility for my company and will help build pride and a commitment from technicians to be the best."

For the Technician

Certificate holders benefit too. Certification shows employers, clients, and associates that you are committed as a professional. It provides recognition of your knowledge and skill, shows your commitment to your profession and can help with job advancement. Certification is a mark of excellence that you carry with you everywhere you go.

Acquiring certification indicates that you have the knowledge and proficiency required to perform as an Electrical Generating Systems Technician professional. Becoming certified can increase your salary, enhance your skills, and make your job more satisfying.



Certification helps ensure that your technicians have the critical knowledge and skills to succeed in their jobs.

The Certification Test

EGSA collaborated with Ferris State University to develop the certification test and program. Through a scientific process, our panel of technical experts identified 12 duty areas (such as “Basic Electricity”) and 61 tasks (such as “demonstrate knowledge of AC electrical theory”) within the duty areas. The duty areas and tasks were ranked and rated in terms of their relative importance, the frequency with which a task is performed, and skill level (i.e. Senior/Expert; Intermediate; and Entry Level.) All this data was combined to develop the certification test that was then statistically validated through a pilot test taken by generator technicians from across the United States.

Who can take the Test?

There are no pre-qualifications for taking the EGSA Certification test. We recommend three or four years of field experience before taking the test. Technicians who have had formal education in On-Site Power Generation (a degree or certificate from a technical school or community college) may need less field experience. Those who pass the test will have a comprehensive knowledge of basic electricity, the functions of a gen-set’s mechanical and electrical components, the interactions and relationships among components and an understanding of various elements of the installation, service, maintenance, and repair of gen-sets and On-Site Power Generation Systems.

CERTIFICATION TESTING COVERS:

- Automatic Transfer Switches
- Communication & Documentation
- Engine Generator Instrumentation & Controls
- Multiple Generator Switchgear & Controls
- Troubleshooting System Problems
- Auxiliary Support Systems
- Basic Electricity
- Prime Movers
- Governors
- Voltage Regulators
- Generators/Alternators

Use the Study Guide to Prepare!

Use of the program’s Study Guide is an excellent way to help techs prepare for the test and should clearly indicate if they are ready to take (and pass) the certification exam. In addition to useful formula pages, the guide contains almost 200 multiple choice practice questions that cover all parts of the certification test. In addition to identifying the correct answer, the guide also indicates in most cases why a particular choice is correct

and why the others are incorrect. The Guide also identifies resource material where techs can get additional or more in-depth information about a given topic.

Need more information? Visit www.egsa.org to find extensive and detailed information about the certification program. Or contact EGSA Director of Education George Rowley via e-mail at g.rowley@egsa.org.



DISCLAIMER OF LIABILITY

Certified status is an indication that an individual has completed a combination of defined education, experience or examination requirements. However, Certification is not a guarantee or assurance of the competence or ability of any particular individual. Further, given the rapid changes in the field, the Electrical Generating Systems Association cannot warrant that the Examination and other Certification materials will at all times reflect the most current state of the art.

The Electrical Generating Systems Association disclaims liability for any personal injury, property or other damages of any nature whatsoever, whether special, indirect, consequential or compensatory, directly or indirectly resulting from the Certification Program or the acts or omissions of any person who has been Certified by the Electrical Generating Systems Association. In conducting the Certification Program, including issuing Certifications, the Electrical Generating

Systems Association is not undertaking to render professional or other services for or on behalf of any person or entity, nor is the Electrical Generating Systems Association undertaking to perform any duty owed by any person or entity to someone else. Anyone using the services of a person who has been Certified should rely on his or her own independent judgment or, as appropriate, seek the advice of a competent professional in determining the exercise of reasonable care in any given circumstances.

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561/750-5575 • Fax: 561/395-8557 • www.egsa.org



EMERGENCY POWER SYSTEM SPECIALISTS

Generator Technician—Experienced

Emergency Systems Service Company in Quakertown, PA, a leading provider of emergency generator sets, has an immediate opening for a technician with a minimum of three years diesel engine/generator set background/experience. Responsibilities will involve troubleshooting, repair and the planned maintenance services of generator sets and peripheral equipment. A neat appearance, clean driving record and good people skills are required. We offer a highly attractive compensation with an outstanding benefits package. A company vehicle and additional training provided. If you are interested in becoming part of our team, please call (215) 536-4973, ext. 25.

Generator Technician—Apprentice

Emergency Systems Service Company in Quakertown, PA, a leading provider of emergency generator sets, has an immediate opening for a person with a strong mechanical/electrical background interested in a career in the power generation service field. Responsibilities will involve minor troubleshooting, repair and the planned maintenance services of generator sets and peripheral equipment. A neat appearance, clean driving record and good people skills are required. An outstanding benefits package, company vehicle and additional training provided. If you are interested in becoming part of our team, please call (215) 536-4973, ext. 25.

Position Wanted

Individual with over 20 years of significant sales/management experience in the engine and power generation industry. Proven marketing and sales management skills with a track record of growth and profitability improvement.

Extensive and diverse power systems market segment experience, including: Petroleum, Marine, Agricultural, Mining, Governmental, OEM, Distributed Generation, CHP, and Foreign Governments.

Excellent understanding of the used and surplus markets. College degree, excellent interpersonal skills, participative management style, and strong, customer-led attitude. Ability to quickly make sound decisions. Willing to relocate. Please send reply via e-mail to J.Kellough@EGSA.org.

STANDBY GENERATOR DESIGN ENGINEER

Degree candidate to possess skills in gaseous-fueled engines, diesel prime movers, AC/DA theory, engine controllers, transfer switches, as well as generator housing design. Job responsibilities are specific to gen-sets 150 kW and below. Management expertise is needed to direct the work of activities of a team of five (5) engineers. Telephone skills, professional appearance, and 10 years work experience required.

Gillette Generators

1340 Wade Dr., Elkhart, IN 46514

Senior Generator Technician

Candidates possess advanced troubleshooting knowledge of standby generator systems, including automatic switchgear, diesel and gaseous-fueled engines, brush and brushless alternators, and all associated components and subsystems. Five years minimum experience required. Pay dependent upon skill level. Comprehensive benefit package. Fax resume and cover letter to 707-545-8930.

Outside Service Sales Representative

TAW Inc is seeking experienced Outside Service Sales Representatives for Fort Myers and Jacksonville, FL and Charleston, SC.

Founded in 1921, TAW has grown to become one of the largest rotating equipment repair houses and Kohler generator distributors in the country.

Successful candidates will sell generator repair services to new and existing clients, prepare quotes and proposals and conduct training for customers for newly installed generators. Prior experience in industrial sales desired and/or prior experience selling generator products helpful. Must possess a good driving record and be computer literate.

TAW offers great pay and benefits. E-mail resumes to ellen.donegan@tawinc.com or fax 813-612-2609. AA/EOE. DFWP. Check out our web site online at www.tawinc.com

H.O. PENN



H.O. Penn, the Caterpillar dealer for lower NY and all of CT, seeks a Sales Engineer for our Electric Power Generation Division covering our Manhattan territory, based from our Bronx, NY location. This is an excellent opportunity to join H.O. Penn Power Systems, a full-service provider for Caterpillar-powered systems for power generation and industrial applications.

There is tremendous potential for the proper qualified individual to successfully sell Caterpillar Diesel Standby, Diesel Prime Power, and Diesel Industrial Engine Systems in one of the world's most dynamic markets, NYC!

Spend your time coordinating between Caterpillar Corporate, Project Management, and Sales Administration staff and Customers to ensure successful installations, while engaging in Promotional and Marketing efforts to grow the Diesel Engine market segment.

Responsibilities:

- Maintain targeted sales volume and gross profit—Influence Owners, Realty Firms to specify H.O. Penn/Caterpillar engines and systems
- Directly sell to end-users, General Contractors & Electrical Contractors.
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- Coordinate with Project Managers to ensure timely and satisfactory response to customers' inquiries.

Qualifications:

- 5-7 Years selling Electrical Power products and Systems
- Bachelors Degree in Mechanical Or Electrical Engineering or significant industry experience
- Good Communication Skills, Territory Sales, Self Starter, Proficient PC skills

Send resumes to:
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ComAp LLC has an immediate need for a qualified Application/Service Engineer and Compressor Product Engineer for advanced engine, generator and compressor controls. These positions are vital for us to achieve our objectives. Duties and responsibilities will include:

- Application Engineering to specify and bring a wide variety of projects to successful completion. These include, but are not limited to, Engine Gen-Set and Paralleling Controls, Gas Engine CHP Controls including engine air fuel ration controls, Industrial Compressor and Pump Controls, Marine Drive propulsion controls, Gas Engine and Compressor controls and Bi Fuel conversions.
- Installation supervision, commissioning, customer and operator training for all of the above.
- Field service and troubleshooting customer support.
- Distributor and Sales Representative training.
- Sales call and trade show support.

Ideal candidates would have some practical employment background, demonstrate excellent customer skills and be quick learners. These positions will be based at our Roscoe, IL headquarters (near Rockford). Please, view our web site www.comaplic.com for more about our company and products.

ComAp LLC

11722 North Main, P.O. Box 826
Roscoe, IL 61073-0826

Generator Tech

Kelly Generator and Equipment is a fast-growing, full-service distributor of Generac power generation systems representing multiple lines of automatic home standby and commercial/industrial generators located in the Washington, D.C. metropolitan area. We operate a multi-state maintenance and repair program providing service in the emergency power system market. We are currently seeking Generator Field Service Technicians in the VA, WV, MD, DE.

Qualifications: The successful candidate will have a high school diploma and a minimum of 3-5+ years experience servicing industrial generator sets and associated equipment; military experience is always a plus. You must be able to troubleshoot, service and repair the engine as well as the alternator end of the equipment. We provide internal training and offer factory training on the lines we represent. Qualified candidates must possess a "can-do" attitude and the ability to hit the ground running with little or no supervision, a strong work ethic and the ability to work in a fast-paced environment. Full benefits, including company vehicle, medical, 401(k), paid time off. E-mail resume to sellins@kge.com or fax to (301) 516-5471.

Generator Set Sales/Service

Experienced sales/service engineer needed by southern California company to sell engine generator sets. Please respond to J.Kellough@EGSA.org (reference PLND06JB-1).

Kelly Generator & Equipment, Inc. Territory Sales Manager

Immediate opening in southern MD
Salary: 45-60k, commensurate with
experience + commission

Market stand-by emergency power generation solutions to consulting engineers, electrical and general contractors, industrial end-users, health care facilities and mission critical data centers. Respond to "bid & spec" opportunities.

Education: Four-year college degree or equivalent experience. Three-year industrial sales experience, preferably with power generation. Requires documented successes, strong customer relationships and aggressive contact strategies. Microsoft Office and CRM software tool knowledge needed. E-mail resume to gmarange@kge.com or fax to (301) 516-5471.

Generator Field Service Technicians

Nixon Power Systems Company is in the process of recruiting trained service technicians at all four of our locations in Nashville, Louisville, Atlanta and Charlotte. Most positions are home based. We offer a competitive wage scale and a benefit package, including full health, dental and optical coverage, 401k plan and profit sharing. Company vehicles are provided for home-based positions. Relocation packages are available; we also offer paid factory training on an annual basis. Financial consideration will be given to EGSA Certified Technicians. Please contact Mylinda Vollet, HR Manager, for additional information at (888) 826-4966 ext. 2232 or email btowry@nixonpower.com

ALTORFER Power Systems



EPG Field Service Technician

Exciting opportunity is waiting for the right person to join our Bartonville, IL service team! Perform diagnosis, repairs and maintenance on Caterpillar Electric Power Generation equipment. This includes switchgear and electrical controls. Ability to read electrical schematics and engine experience required. PC skills and excellent customer service skills required.

Please e-mail resume to:
power@altorfer.com

Engine/Generator Mechanic

Seasoned Engine/Generator Mechanic wanted for northern Virginia area. Flexible work schedule with growing company. 20 years experience preferred. Candidates must have firsthand knowledge of traffic dynamics in the No-VA, MD and DC area and be able to arrange their workday to minimize lost time in traffic while completing their assigned work in a high-quality, timely manner. Send introductory letter and resume to customerservice@gentune.com.

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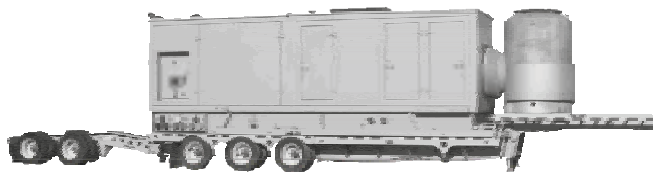
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process creates and strengthens customer trust and offers immense opportunity for many businesses.

Building a Trust Factory

Devoting resources to a customer-centric system amounts to investing in the construction of a virtual trust factory. This factory produces an attitude of trust in the customer's mind that, in turn, gives him *peace of mind*.

Seen through a trust-factory lens, new and existing customers are critical inputs and the "output"—trust relationships and positive customer attitudes—dramatically influence financial performance through differences in customer purchasing decisions, satisfaction, price sensitivity, defections to competitors, share of purchases, complaint behavior, word-of-mouth and interest in new products and services. A well-run trust factory also produces internal benefits that include lower costs, higher employee morale, and greater productivity.

Just as a factory that produces tangible products requires constantly upgraded systems and technology to improve efficiency, quality, throughput and so forth, so too does a trust factory. In particular, everything that falls under the general heading "customer-centric" or "customer-driven" demands unflagging attention to ensure that sources of "trust defects" are eliminated and that the systems in place for creating customer value are state-of-the-art.

In building a customer-centric, trust factory, a crucial part of any leader's job is to identify what has to be done and by whom—and then to ensure that those who are accountable for the work fulfill their duties.

Many companies have found the idea of becoming customer-centric either too amorphous to translate into concrete action, too broad in scope to implement or both. It's an excellent idea, they say, but management needs concrete ways to translate it into action—to "get traction to the road."

One possible solution is what I call an "extraordinary guarantee." Many leaders see powerful guarantees as marketing tools, but fail to realize their capability to create pervasive organizational change. A properly designed and implemented guarantee can be the crucial catalyst to pull together the many elements required to build your organization into a trust factory.

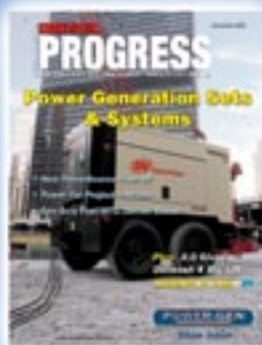
About the Author

Christopher Hart, PhD, is an adjunct professor on the executive-education faculty at Babson College and president of Spire Group (www.spiregroup.biz), a Brookline, MA-based management consulting and executive-education firm specializing in helping clients strengthen and expand customer relationships. Hart was a professor in the marketing department at Cornell and in the operations-management department at Harvard Business School. He may be reached for comments at chart@spiregroup.biz. ■

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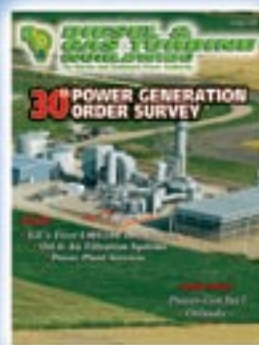


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Bob Nolen (left) and Kip Lemons.

Nolen Receives Lifetime Award

EGSA Member Bob Nolen of Nolen Sales recently received a Lifetime Achievement Award from the Mid-South Electrical Industry Association (MSEIA). MSEIA is a trade association of electrical-industry engineers, contractors, distributors and manufacturers. Incoming MSEIA President Kip Lemons of Thompson Power Systems presented Nolen, a former EGSA Board Member, with the Award.

MIRATECH Appointments

Juan Uribe has joined MIRATECH Corporation as a Drafting Engineer. Uribe will specialize in model drafting and analysis to support the engineering, production and sales groups as well as assist in fabrication and materials optimization.

Uribe

MIRATECH also has announced that Kirby Wilkerson has been named Applications Engineer. Wilkerson will use his experience to provide sizing and specifications of custom products, generate sales and fabrication drawings, and develop quotes.



Wilkerson

MIRATECH Corporation provides engine emissions solutions to customers in Power Generation and Gas Compression markets in North America. For information, visit www.MIRATECHcorp.com. ■



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For complete information on EGSA's On-Site Power Schools—including a schedule and registration materials—and full details on our Continuing Education program, visit us online at www.EGSA.org.

Electrical Generating Systems Association

1650 South Dixie Highway, Suite 500

Boca Raton, FL 33432

Email us at e-mail@egsa.org

Visit us online at www.EGSA.org



NEW EGSA MEMBERS

Alaska Prime Power (DD)
Palmer, AK
(907) 745-1242 Fax (907) 745-1242
Contact: Clint Stark, Owner
Business: Alaska Prime Power is primarily a service and installation organization for power generating equipment.

American Generator Services LLC . . (AE)
Hollywood, FL
(954) 850-4474 Fax (954) 965-0833
Contact: James Oberlander, President
Business: American Generator Services provides generator maintenance and repairs of industrial and commercial generators ranging from 20 kW to 2000 kW.

American Solenoid Company (MF)
Somerset, NJ
(732) 560-1240 Fax (732) 560-8823
Contact: Raymond Parello, Vice President
Business: Rotary cam switches, generator re-connect switches, metering switches

Bigelow Electrical Co., Inc. (DD)
Worcester, MA
(508) 852-5000 Fax (508) 853-2010
Contact: Norman E. Faucher, Sales Manager
Business: Facilities electro-mechanical services; onsite repair/maintenance; emergency response—breakdowns; pick-up and delivery service.

City of Ocala Fleet Management . . . (AD)
Ocala, FL
(352) 351-6760 Fax (352) 351-6661
Contact: Becky Strange, Service Writer
Business: We are a fleet management facility for the City of Ocala that maintains, repairs, services and load test approx. 60 portable and stationary generators. Units are broad range of vendors that include CAT, Olympian, Kato, Perkins, John Deere, Cummins, Onan and Generac from 1 K up to 2,000 K.

Fun Deal Inc. (AE Full)
Black Canyon, AZ
(623) 374-9060 Fax (623) 374-0333
Contact: Lee Gillespie, President
Business: Generator repair.

Gen-Tech Warranty Inc. (AE Full)
Oakland Park, FL
(800) 986-9935 Fax (954) 618-0524
Contact: Mike Cotel, President
Business: We have various protection programs for manufacturers and Distributor/Dealers such as extended warranties and service contracts underwritten by Amtrust Insurance and Lloyds of London. We only deal with the generator industry.

Inselec, S.A. de C.V. (DD)
Mexico D.F., Mexico
(52) 55-53673338 Fax (52) 55-53927343
Contact: Ignacio Reyes, Sales Manager
Business: Distribute and service generation products.

JAS Integrated Products Corporation (MF)
Ocala, FL
(352) 671-9006 Fax (352) 671-9008
Contact: Randy N. Slaven, VP Business Development
Business: Professional integrator of generator sets and pump packages for engine distributors worldwide. Manufacturer of UL listed fuel base tanks up to 5,000 gallons. Custom weather-proof, sound attenuated, and wind load-rated enclosures manufactured in steel, aluminum and stainless steel. Container packages and DOT trailers for all applications.

Jon Christopher Gilbert (AF)
Highland Springs, VA
(804) 428-5677
Contact: Jon Christopher Gilbert

Judy Anderson (AF)
Austin, TX
(512) 517-3006
Contact: Judy Anderson, Student

Magnum Products LLC (MF)
Berlin WI
(920) 361-4442 Fax (920) 361-2214
Contact: Michael T. Joseph, National Sales Manager
Business: Magnum Products LLC is a leading manufacturer of mobile light towers, (6, 8 or 20 kW generator sets) mobile & lite generators, (8 kW – 371 kW) mobile water trailers (500 gallon capacity) and mobile trash pumps. A dry prime trash pump 4" flow up to 1600 GPM 6" flow up to 2650 GPM. Wet prime trash pump 4" flow up to 800 GPM & 6" flow up to 1550 GPM. Mobile generators are available skid or trailer mounted - trailers from 3500-8000 lbs.

Nelson Justice (AF)
Copperas Cove, TX
(254) 547-8482
Contact: Nelson Justice

SAVCO (AE)
Petit Valley, Trinidad West Indies
(868) 637-6779 Fax (868) 633-7602
Contact: Stephen Vieira
Business: A small service company doing repairs and maintenance on stand-by generators. We have five technicians and two administrative staff.

Sergio Sanchez (AF)
Cuernavaca, Morelos Mexico
Contact: Sergio Sanchez, Student



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